

Discussion Draft

Job Center Service Standards

Introduction

The Job Center Service Standards (hereinafter the Standards) establish the framework and define expectations for serving customers within job centers across the State of Wisconsin. The Standards establish the minimum array of services that must be provided through each job center in the state. Additionally, these standards provide for regional collaborative planning of job center services.

The Standards are broadly stated to allow maximum flexibility in regional program design and local implementation of services. The standards state "what" is to be done; it is up to local groups responsible for the planning and implementation of job center services to decide "how" local activities will meet the objectives laid out in the standards.

General Provisions

- Universal Access - Services are available to all job center customers. The availability of any particular activity to an individual customer may be dependent on program eligibility/funding limits.
- Customer Choice - The participation of an individual customer in an activity takes into account customer choice and customer needs.
- Appropriate Level of Services - The level of service provided to any given customer will be appropriate to that customer's needs and may be limited by program eligibility.
- Accessibility - To ensure universal access, accommodations (physical and programmatic) are made for the special needs of job center customers, e.g., alternative formats, interpretation, etc.
- Appropriate Media - Services are available in a variety of media. The particular medium available is appropriate to the service provided and accommodates the learning styles and usage needs of the customer. For example, career guidance information should be provided through written materials, via the Internet or by other means such as video.
- Staff Competencies - Staff assisting customers are sufficiently trained and competent in the application of various methods and tools associated with the services provided through the job center (e.g., counseling methods, specific assessment tools, and career information systems) and in the technology needed to access the services.
- Non-redundant Services - Processes are in place to eliminate redundancy of services. This includes agreement among partners to share customer information and accept the results of services previously provided (e.g., assessment and service plans) and coordinate concurrent services so that customers are not repeatedly required to provide information for application purposes and/or participate in duplicative services.
- Confidentiality - All services and activities provided through job centers and under the Job Center Standards will comply with the confidentiality requirements of the participating programs.
- Equal Opportunity - Consistent with program funding sources, customers shall be provided service through the job center system regardless of race, gender, ethnicity, age, disability status and in accordance with any other legal protections.

Discussion Draft

Job Seeker Services Standard

Job seekers have access to services that will meet their needs, including:

- a. Information on education, employment and training services available
- b. A listing of local service providers and whether the services are available on-site or elsewhere in the local area
- c. Initial eligibility information on programs available in the community for which they are eligible
- d. Information on nontraditional occupations, which is made available to customers as part of their overall orientation
- e. Information on pre- and post-support services needed to maintain the employment situation
- f. Assessment
- g. Career guidance and occupational information
- h. Current job openings, the qualifications associated with these openings, and application instructions
- i. Assistance with job search, including resume writing, interviewing, seeking non-traditional employment positions, using labor market information and locating the "hidden job market"
- j. Information on the UI filing and claims update processes

Guidance for the Job Seeker Services Standard

- Resource Rooms - Job seeker customers typically obtain initial access to job center services through the job center's resource room. Resource rooms are the primary locus of job center self-service tools for job seekers and also where some staff-assisted "lite" services may be received. Resource rooms in job centers usually contain the following electronic tools: JobNet, America's Job Bank (which includes America's Talent Bank and America's Career Information Network), PC software, computerized career information systems and internet access to resources such as DWD's wisconsinjobcenter.org website.
- Resource rooms provide other career resources such as occupational video tapes, career related products and magazines, and a whole multitude of other career and employment information. Job center resource rooms are staffed by qualified individuals who are knowledgeable about the resources available in the job center and who can effectively assist job seekers in the use of available tools and materials.
- All locations, including all job centers and any other sites at which programs of one of the participating fund sources are provided, maintain a "menu of services" that lists and describes the services available to customers at that location. Customers also have access to service menus for other sites in the local community and in the region (WDA).

Discussion Draft

- Information on education, employment and training services available - This includes information on services available in the WDA whether or not those services are available at the job center. Information is available for employment and training programs, education services, social and human services programs and any other programs relevant to job center customers.
- Staff are able to provide information on other services and/or programs needed or requested by customers, guidance on how to obtain those services and referrals, as appropriate.
- Initial eligibility information on programs available in the community - Information provided should be sufficient so that customers can identify for themselves or, with the assistance of staff, the programs that they are likely eligible for. Provision of initial information is not a substitute for eligibility determination for specific programs. Customers must follow program eligibility processes.
- Eligibility Criteria - Staff are knowledgeable about the eligibility criteria for programs, including the populations targeted.
- Information on supportive services and program eligibility is available in a variety of formats including print materials that customers may "take away" with them from the job center.
- Information on pre- and post-support services needed to maintain employment -- Examples of these types of services are transportation, child care services and payment information, financial planning, tax credit and filing information, housing assistance, personal counseling, assistance in obtaining accessibility accommodations, etc.
- Assessment - Assessment is the process of gathering information about a customer's strengths, weaknesses, skills, interests and needs relative to education, job goals and labor market requirements.
- Non-redundant Assessment - Partner agencies have a process to share and accept the results of assessments provided to customers in order to avoid duplication of services.
- Career guidance and occupational information - This includes information on present and future job opportunities (locally and elsewhere), qualifications for specific careers and occupations and sources of information on preparing for various career ladders.
- In communities/areas where there are career centers in addition to job centers, coordination between these sites occurs to meet the career guidance and occupational information needs of customers.
- Access to current job openings is provided electronically through JobNet and other automated job search tools. Additionally, job centers offer access to job openings via newspapers and other print resources as appropriate to provide the broadest access possible to available jobs for customers.
- UI Claims Filing - The provision of information on UI claims filing includes the availability of a telephone at the job center for customers to use to file a UI claim.

Discussion Draft

Employers – Business Services Standard

Employers can access workforce development services including:

- a. Assistance with recruiting qualified job applicants
- b. Information and assistance on entering job orders on electronic systems
- c. Access to labor market information
- d. Information on employer events
- e. Assistance with planning for workplace expansion or downsizing
- f. Information on retention and post-employment support services for employees

Guidance for Employer – Business Services Standard

- Menu of Services - Employers who contact, or are contacted by, any of the partner agencies are provided with a common menu of services that describes the employer services available through the local workforce development system. Marketing materials for individual programs may continue to exist, but they should be used in conjunction with a common menu (e.g., information on available training services, employee recruitment assistance, etc.). Materials marketing statewide programs and resources such as 30 Ways to Shine, and employer training including Attracting, Retaining, and Training the Right People (ART) should also be used in conjunction with a locally developed menu.
- Job Orders - Employers are provided with assistance to list their job openings on JobNet, America's Job Bank and/or other electronic systems by contacting any one of the partner agencies. Staff can instruct employers in the direct order entry process.
- Program Performance - Employers can access information on the placement-related performance of programs and service providers to assist them in assessing the effectiveness of programs and/or providers in meeting their needs. Staff are knowledgeable about these sources of information and can assist employers in accessing it.
- Labor Market Information - Staff have knowledge of and can assist employers to access labor market information including DWD-produced wage surveys and other LMI reports.
- Staff are aware of and can refer employers to local experts (including DWD Labor Market Analysts, local or regional economic development organizations, etc.) who can provide labor market information.
- Employers' special recruiting requests that are legal shall be honored.
- Employer Events - Job centers conduct job fairs and other employer events annually, semi-annually, or as needed. In addition to all of the job center core partners, other community-based organizations participate in planning and sponsoring these employer events. Employers may collect applications and conduct on-site interviews at job fairs.
- Retention and Post-Employment Support Services - Job centers provide employers with information on child care, transportation, career assistance, information on education, etc., to assist employers to retain workers. Job center staff are knowledgeable and work with business associations to assist employers on workplace expansion/downsizing and provide outplacement services for dislocated workers.

Discussion Draft

Information Sharing and Non-Duplication of Services Standard

Partner agency staff share information and provide services in a non-duplicative manner to job seekers and employers in the areas of:

- a. Intake and referral
- b. Individual service planning
- c. Case management
- d. Placement and follow-up
- e. Assessment
- f. Marketing services to employers
- g. Employer contacts
- h. Economic support services

Guidance for Information Sharing and Non-Duplication of Services Standard

Intake and referral:

- Partner agency staffs share intake and referral information for job seekers.
- Job seeker intake and referral information is available on a "need-to-know" basis to all other partner agencies.
- A process or procedure is in place to obtain a job seeker's written release of confidential information.
- Referrals are appropriate in terms of the job seeker's needs and circumstances as well as the ability of the agency receiving the referral to provide services.
- Interagency agreements are in place for sharing information and referring/accepting referrals for available services.

Assessment:

- All partner agencies use mutually-agreed upon assessment/testing tools for jointly served customers.
- A listing of agreed upon testing tools includes what tests are used by which partners and contact people.
- There is an interagency agreement to use and accept the results of the instruments included in the inventory of agreed upon assessment tools.
- Staff is aware of and trained in the assessment tool inventory so that they are able to identify the partner agency/staff knowledgeable in administering/interpreting specific tests.
- Agencies concurrently or sequentially serving a customer can readily access prior assessment and testing results.
- There is an established process for sharing assessment results and assuring that assessments are non-redundant (this includes release of information for confidential customer records, etc.).
- Documentation shows that assessment results and recommendation summaries are shared across providers (via MOU, interagency policies and procedures).

Discussion Draft

- Individual service planning: Individual service plans are jointly developed and approved by partner agencies for shared customers.
- A customer's individual service plan can be communicated to partner agencies through electronic means, joint files, common central file areas, as well as by agreements to have the service plan travel with the customer as he or she moves between service providers.
- The service plan addresses the full range of the customer's service needs, recognizing that specific programs may be able to provide only limited services.
- Each customer has a single service plan regardless of which program(s) he/she receives service under and at what location(s) services are received.
- Methods for developing agreements for a single service plan are through the Business Plan.

Case management:

- Staff performing "case management" activities may have a variety of job titles (i.e., such staff may or may not have the title "case manager").
- There is local agreement on how the partner agencies work together. For example, a "lead" case manager is established for each customer with agreement on how the lead case manager will work with other partner agencies.
- Jobseeker services are tracked in the DWD provided ASSET system, IRIS or CARES, as appropriate.
- Case management staffs from partner agencies have access to the tracking system(s) and are appropriately trained in its use or use DWD supplied Case Managers Desk Reference system.
- An interagency communication structure exists, such as inter-agency case management staff meetings, which enables case management staff to become aware of other partner agencies' resources, how to access resources, and do problem-solving for specific customers.
- There is training for case management staff on available resources and how to access the resources.

Employer Contacts:

- There is an agreed upon process/system among partners for making non-duplicative employer contacts. Partner agency staff are trained in this process and expected to use it.
- On initial contacts and job order solicitation, employers are offered the option to list job openings on JobNet by contacting any of the partner agencies.
- Employers are given options for how to list job orders, e.g., phone, fax, mail, internet, etc.
- Employers are made aware that job orders entered on JobNet can be uploaded to America's Job Bank (AJB) but their AJB-entered job orders cannot be downloaded to JobNet.
- The JobNet Business (JNB) system will be used for sharing information on employer contacts. Job center staff will maintain local employer records by updating information and posting updates and activity information regularly into the JNB.
- Employers are provided with a standardized "menu of employer services" when partner agencies (employer relations teams, account representatives, etc.) contact or are contacted by the employers.

Discussion Draft

- The menu is a listing and description of services available to employers, not just a listing of agencies/logos.
- The menu is part of an overall multi-program, multi-agency marketing strategy.
- This menu may be communicated via several methods -- e.g., oral presentation, printed materials, cable TV programming, video, etc.
- Staff from the partner agencies have a general knowledge of the available employer services and are able to refer employers to the appropriate service provider.
- Staff training on the menu of employer services and employer relations processes is available on an ongoing basis.
- Placement and follow-up:
- Partner agencies have multiple points of access to and entry of job listing information for employers.
- Employer special recruiting requests that are legal shall be honored.
- Partner agencies have developed an agreed upon process/system for shared entry of job order information, quality assurance of orders, and ongoing maintenance of the orders.
- Local job order entry policies and procedures are responsive to employers' expectations of rapid turnaround time for entry of orders, appropriate follow-up with employers, and timely removal of orders from the system once they have been filled or canceled.
- All employers have equal access to job center services.
- Marketing services to employers:
- Partner agencies jointly market to employers a multi-program/multi-agency package of job center services offered.
- A marketing plan and marketing materials identify a multi-program, multi-agency approach to serving employers. These materials present the services available from each of the partner agencies.
- Additional services that may be of interest to employers may be included. Examples of additional services include specialized training, local labor market information and analysis, special recruitment of employees, technology transfer, technical assistance on various human resource matters, etc.
- The services promoted through marketing are currently available and partner agencies have an established process/method, which is transparent to the employer, for access/referral to the services.
- Partners may use program or agency specific marketing materials in addition to joint job center marketing materials.
- Ongoing training of marketing staff will be available, to keep current with local service offerings.

Economic support services:

- Partner agencies provide customers with non-duplicative information about economic support services and assist customers to apply for services. These services include food stamps, child care, energy assistance, Medicaid, Job Access Loans, assistance with work-related transportation, etc.

Discussion Draft

Staff Skills and Knowledge Standard

Partner agency staffs have the skills and knowledge to:

- a. Access available community resources
- b. Link customers with partners' programs and services
- c. Use job center technology and tools
- d. Assist customers with special needs
- e. Understand assessment tools used by all partners
- f. Work together in a job center environment

Guidance for the Staff Skills and Knowledge Standard

- Access Community Resources - Processes are in place to access community resources on behalf of customers and to link customers with partners' programs and services. These include staff training and cross-training in available community and partner agency programs, and interagency agreements that defines formal and informal protocols between programs for referring customers.
- Direct-service staff (case managers in particular) is aware of resources locally available to customers and how to access them to address the specific needs of customers.
- Job Center Technology - Staff is adequately trained in the use and application of electronic career exploration and job search tools and is able to effectively assist customers.
- Individuals staffing job center resource rooms are proficient in the use and application of at least Wisconsin's enhanced electronic labor exchange which includes the following electronic tools: the automated Universal Menu of Services, touchscreen JobNet, America's Job Bank (which includes America's Talent Bank and America's Career Information Network), and use of web browsers to access career and employment resources via the internet.
- Assessment Tools - Staff should be able to identify and consult with the agency/staff knowledgeable in interpreting specific tests, but are not expected to be able to interpret assessment tools administered by all partners.
- Staff are oriented and sensitive to the needs of the targeted populations that may be served by the job center (e.g., persons with disabilities or limited English abilities).
- Special Needs - Staff of a job center are able to assist or access assistance for customers with special needs. Customers with special needs include persons with physical or sensory disabilities and individuals who are not proficient in English.
- Staff are oriented and trained to work effectively in a job center environment. This includes practices of teamwork, collaboration, problem solving, customer service and dispute resolution.

Discussion Draft

Evaluation Standard

Partner agencies evaluate the effectiveness of job center services through measures including:

- a. Customer satisfaction
- b. Outcomes set by the State
- c. Other locally determined criteria

Guidance for the Evaluation Standard

- Job center service delivery system performance is measured periodically and regularly reviewed by partner agencies, local teams, and WDA-wide teams.
- The evaluation and performance of job center services is taken into account in local and area wide planning of services and results in changes and improvements to services.
- Customer satisfaction - Customer satisfaction measures include those defined and collected by state-level fund sources as well as local measures.
- State Outcome Measures - These include measures (e.g., populations served, placements, retention, etc.) set by state agencies that fund partners' programs as well as outcomes that may be set for the job center system.
- Local Measures - Local performance measures may be determined for the WDA and job centers.